Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)

Funded By U.S. Agency for International Development

Towards Excellence in Governance Association Management
Training Workshops in Jordan
The Jordanian American Business Association (JABA)

Final Report

Deliverable for Business Management Initiative (BMI) Component, Task No. 233.6.1
Contract No. 278-C-00-02-00201-00

July 2002

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1.0 Executive Summary

In the past four years the AMIR program through its Business Management Initiative has been strengthening the management and promotion skills of the Jordanian Private sector industries preparing them to prove themselves more competitive in the global economy. The scope of AMIR support has included skills development for management, formation of cooperative ventures between the public and private sectors, and increasing the overall effectiveness of business associations.

It has been noted from the very beginning that in order for Jordan's businesses to grow in productivity and product reliability, develop a quality service orientation, and boost competitiveness it's the business associations that will have to play a major role in the process. Business associations provide invaluable information about market trends and resources availability. Also, associations provide opportunities for establishing networks that assist the sectors to communicate more effectively, inter-operate more efficiently, and adopt structures that enhance competitiveness.

In June 2002 the AMIR Program organized a Jordan-wide corporate/business association (BA) governance assessment and workshop to continue the process of building capacity within Jordanian business associations to better serve their membership and promote Jordan's economic development. During the BA assessment it was noted by the consultancy that the Jordanian American Business Association (JABA), the American Chamber in Jordan, had the commitment, attitude and talent to become institutionally sustainable and capable of enhancing the capacity of the private sector to successfully compete in the global economy. In its short but productive history JABA has positioned itself to be one of just a handful of organizations showing themselves to be informed and adept at organization management and meeting the support requirements of its members.

Recently JABA convened a general membership meeting for the purpose of electing new members to the JABA Board of Directors. The elections represent a crucial juncture for the association. The bylaws which stipulate board membership eligibility criteria and board member roles and responsibilities also provide for very specific term limits for participation and or membership in the board. The term-limit provisions in the bylaws excluded members of the founding board from running for another term.

A period of discomfort and apprehension has settled over JABA as a result of the election. As with any change there comes anxiety. The election has created an interest on the part of management to avert a catastrophe, a crisis in confidence in the new Board. Some of the concerns of management include the new board's:

- Commitment to leadership.
- Aptitude for helping the operations staff to evolve technologically, encouraging and providing quality services and support, increasing association membership, and generating financial resources.
- Capacity to avoid harmful dissension and disagreement among the Board membership.

- Ability to avoid abuse of authority, management interference, and conflict between board and association policies.

AMIR, as part of its continuing investment in good governance, will assist the new JABA board of directors in managing the transition by providing technical assistance in the form of an abbreviated change management and Board teambuilding workshop.

2.0 Workshop Methodology

The preliminary dinner for the purpose of discussing what the Board considered its most pressing concerns never occurred. Scheduling conflicts precluded this activity from taking place. However, the consultancy did have the opportunity to meet with the JABA Executive Director and a few of the new Board members prior to the conduct of the workshop to discuss structure, coordination and control, strategy development, and vision issues. During these meetings individuals were asked to complete a Team Building Instrument (**TBI-Annex B**). A more specific focus based on a determination of actual need and not a perceived need for the workshop emerged as a result of these meetings.

The consultancy included a two-day Team Building Workshop consisting of the following modules:

- Mission and goal formulation
- The stages of team development
- Roles and responsibilities of team members (board)
- Effective communications techniques
- The distinction between decision making and problem solving
- Managing team conflict
- Contrasting team leadership with team management

The methodology used for the workshop consisted of short presentations, group activities and group discussions for each module. **Annex C** is the agenda used for the workshop. The consultant managed to complete 5 modules in the time allotted. The level of interest, the length of the discussions, and most importantly the needs of the attendees did not allow for the attached agenda to be completed. The attendees requested that at a later date agreed upon by AMIR and themselves the remaining 2 modules (Managing Team Conflict and Team Leadership) be presented. **Annex D** is the copy of the presentation materials as requested by the SOW. Finally, copies of all handouts provided to the attendees during the subject workshop are in **Annex E**.

2.1 Workshop Objectives

The objectives of the workshop included:

1. Describe characteristics of mission statements and their use to develop team or organizational goals.

2. Identify stages of team development and use the proper roles in developing a team structure.
3. Explain "task" and "process" communication dynamics.
4. Explain barriers to effective team communications.
5. Explain the distinction between decision making and problem solving.
6. Determine the sources of/for conflicts in teams.
7. Emulate the characteristics of good leadership practices.

3.0 Findings

Overall, participating Board members:

- demonstrated a strong interest and awareness of the need for them to develop cooperation methods and mutual adjustments within the Board to the benefit of the membership and the board itself;
- understand their need to organize to develop terms of reference, action plans, and scopes of action within the Board;
- are now able to distinguish their specific purposes and roles within the Board's operating environment;
- recognize the potential for unpredictable events within their operating environment and the need for them to keep their focus on action-centered, flexible, creative responses to pressures within the board;
- appreciate the necessity of their being a self-managed team, with its own networks, with a mission directed at helping coordinate JABA activities and not control them;
- understand the importance of formal and informal communications and their impact on JABA direction and behaviors;
- comprehend that delegation is not a controlling/coordination activity as much as it is a leadership activity;
- grasp the importance for self and board-wide evaluations in terms of goals, processes, outcomes, etc;
- demonstrate a commitment to leadership;
- have the aptitude for helping the operations staff to evolve technologically, encouraging and providing quality services and support, increasing association membership, and generating financial resources;
- have an awareness of the dynamics of team communications and have the capacity to avoid harmful dissension and disagreement among the board membership; and
- acknowledge their need to avoid abuse of authority, management interference, and conflict between board and association policies.

4.0 Conclusions

The consequent impression from this consultancy is one that suggests that the general membership took their nomination and election responsibilities seriously. The JABA Board is comprised of highly qualified, professionally-minded, and dedicated persons.

They understand that they are involved in a complex "people" relationship and that diplomacy and sensitivity are just as important to their roles as Board members as their specialized business and technical skills.

5.0 Next Steps

The following recommendations apply to this consultancy:

- **AMIR should meet with the chairman of the JABA Board of Directors and arrange for a date and time for the remaining two teambuilding modules to be presented to the board.**

- **AMIR should continue its practice of investing only in the winners**

JABA as stated during a previous consultancy should be prioritized with select others for the highest level of investment. The organization to include its Board is exhibiting a high degree of sophistication and capability far exceeding the norm.

- **AMIR should assist in periodic assessments**

Periodic assessments on the performance of JABA and more specifically its Board including its processes, projects, and programs will provide opportunities to regularly communicate goals, how these goals should be met, how well the goals are being met, and finally, what adjustments can and should be made to improve on how well the goals are being met.

- **AMIR should continue providing technical assistance in best practices development, both within the operational and administrative framework of the JABA organization.**

The following ongoing investments in good governance were proposed during an earlier consultancy and can be applied to the JABA as general courses of action to further contribute to its development:

o   Generic, governance workshops for Board members and the CEO.
o   Targeted, custom designed training programs for the Board and CEO.
o   Facilitation of Board Retreats.
o   Development and distribution of best practice materials.
o   Leadership consultancy and coaching to the CEO.
o   The provision of adapted, custom-designed versions of the AMIR program Good Governance Manual, currently under development, focusing on individual Bas.
o   Study tours to equivalent socio economic environments (e.g.: Latin America).

- **Consultancy and coaching will be pivotal in securing the investment in JABA and optimizing results**

A phased, time limited investment of individual consultancy with a competent governance advisor would prove be extremely beneficial to JABA.

Annex A
Scope of Work: Specific Tasks of the Consultant(s)

Activity   233.6 Support Associations in Strengthening Board Governance

SOW Title: Board Teambuilding Workshop
Modification   Original
SOW Date: Sunday, June 23, 2002
SOW   Draft
Total LOE: 9
Task and Consultant

      LOE/F/ JABA Board Teambuilding Workshop
      KD   Kenneth Donaldson

I.   Specific Challenges Addressed by this Consultancy

During the next 3-4 years, the USAID-funded AMIR Program, through the Business Management Initiative will strengthen the management skills and advocacy capacity of Jordan's private sector to effectively compete and succeed in the global economy.   This will be achieved through enhancing private sector capacity to identify, create and capitalize on opportunities within Jordan and in the global economy. Our work will proceed on three main tracks: Skills development of business executives, support to public-private partnerships and strengthening of business associations.

For Jordan's economy to grow rapidly, business associations must play a more active role in promoting competitiveness, productivity, efficiency, and diversification. They must also focus on delivering information and services that strengthen the skills of Jordan's workforce and spur private sector-led economic growth. Consequently, we will work with business associations, building their capacity to serve their members and contribute measurably to Jordan's economic development.

The Jordanian American Business Association is the American Chamber (AmCham) in Jordan. It has been established with support from the United States Agency for International Development. JABA's leadership has been quite active and forward looking and has acted effectively in building the organization during
the difficult start-up period. Since its establishment, JABA has been active in promoting trade relations between the U.S. and Jordan. Currently, it is taking a lead role in promoting the newly signed Jordan-US Free Trade Agreement.

JABA recently underwent elections, which could potentially have a significant impact on the organization. Due to term limits set in the bylaws, members of the founding board, including the chairperson, treasurer were not be able to run for another term. Moreover, JABA's bylaws stipulate that the entire board is re-elected every two years. With the

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reality of an entirely new board coming to lead it, JABA will have to effectively manage a major change within the organization.

There are several issues, in which JABA is concerned about as a result of this situation. These include the new board's:
-   Commitment and effective leadership of the organization
-   Continuity with JABA's momentum, direction and approach
-   Maintaining focus on the work ahead and maintaining a proactive posture in terms of capturing opportunities to effectively represent their members and promote Jordan-US Trade and investment
-   Implementing JABA's program of work already in place, while contributing to positively enhancing it and improving the organization's performance. This includes maintaining and improving JABA's lead role in promoting Jordan-US Trade, as well as the effective implementation of TIJARA
-   Contributing to JABA's institutional development and financial sustainability

To ensure the smooth and effective transition, it is important for JABA to hold a teambuilding workshop involving the former board members and new board members. The objectives of this workshop will be as follows:

1. Describe characteristics of Team Mission Statement and use to develop goals.
2. Identify stages of team development and use the proper roles in their team structure.
3. Explain the dynamics of interchangeable roles and identify task and process language indicators of team communication style.
4. Identify barriers to team communications and practice strategies for giving and receiving feedback in order to improve team communications.
5. Explain the difference between decision making and problem solving.
6. Determine the source of conflict in teams and practice strategies for dealing with the conflict.
7. Emulate the characteristics of leadership.

II.   Objective
To assist JABA in managing the transition to a new board of directors through a teambuilding workshop.

III. Specific Tasks of the Consultant(s)
Under this Scope of Work, the Consultant(s) shall perform, but not be limited to, the tasks specified under the following categories:
A.   Background Reading Related to Understanding the Work and Its
      Consultant(s) shall read, but is/are not limited to, the following materials related to fully understanding the work specified under this consultancy:

      -JABA's corporate profile
      - JABA's draft three-year strategic plan
      - JABA's draft work plan for 2002

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     - TIJARA (A Strategy for the Implementation of the US-Jordan Free Trade Agreement)
     - JABA's constitution and by-laws
     -JABA's full package of information (hard copies)

B.   **Background Interviews Related to Understanding the Work and Its**

     The Consultant(s) shall interview, but is/are not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- Ibrahim Osta, BMI Component Leader

- Stacey Revell, BMI Business Management Specialist

- Rasim Abderrahim, BMI Consultant

- Raghda Butros, JABA Executive Director

- JABA Board Members

C.   **Tasks Related to Achieving the Consultancy's Objectives.**

     The Consultant(s) shall use his/her education, considerable experience, and additional understanding gleaned from the tasks specified in A. and B. above

- Meet with JABA Board, ExDir for a preliminary dinner on the 25th to discuss in what areas the board feels it needs the most work to design the training accordingly

- Conduct a two-day Teambuilding Workshop, consisting of the following modules:

1. Team Purpose
Mission formulation
Team Goals

2. Stages of Team Development
Forming
Storming
Norming
Performing

3. Team Member Roles
Task Roles
Process Roles

4. Team Communication
Task Communication
Process Communication

Barriers to Communications

5. Decision Making and Problem Solving
Different types of decisions (complex, one-alternative, yes and no)
Decision Model
Decision making procedures
Problem solving steps

6. Managing Team Conflicts
Causes of conflict
Conflict management strategies:
Competition
Collaboration
Avoidance
Accommodation
Compromise

7. Team Leadership
Behavioral
Cognitive
Increasing "L" effectiveness
Leadership (caring, courage, honesty, integrity, loyalty, fairness, and responsibility)

Objectives:

1. Describe characteristics of Team Mission Statement and use to develop goals.
2. Identify stages of team development and use the proper roles in their team structure.
3. Explain the dynamics of interchangeable roles and identify task and process language indicators of team communication style.
4. Identify barriers to team communications and practice strategies for giving and receiving feedback in order to improve team communications.
5. Explain the difference between decision making and problem solving.
6. Determine the source of conflict in teams and practice strategies for dealing with the conflict.
7. Emulate the characteristics of leadership.

Reporting
Submit a comprehensive report describing the significant findings of the consultancy, conclusions and recommendations for future assistance. Appendices should include all of the materials used in the teambuilding workshop.

LOE Breakdown

	Travel	Field	U.S.	3rd	Total
Kenneth Donaldson	0	7	0	0	7

Annex B
TEAM BUILDING INSTRUMENT (TBI)

The following instrument was administered to the JABA Board of Directors and the Executive Director prior to the commencement of the workshop. The purpose for the TBI was to have each member assess themselves and others in terms of strengths and weaknesses. The results of the TBI were used to design the workshop in terms of content and focus based on acknowledged need and not on perceived need

Instructions:

1. Answer the questions as you see your team functioning.
2. You have 10 minutes to complete the TBI.
3. Check either Agree or Disagree as your responses to the choices.
4. Place the number of Agree or Disagree responses in the grid at the end of the instrument.

TBI	AGREE	DISAGREE
I. Team Purpose		
1. My team is driven by a clear desired future state.		
2. My team fully understands its mission.		
3. My team is aware of the principles that govern how the team operates.		
4. My team has clearly defined goals that it strives to achieve.		
My team is energized and motivated to succeed.		
Total Ratings:		
II. Stages of Team Development		
6. Team members are aware of the stages of team development.		
7. Team members understand the interpersonal issues that operate in the team.		
8. Team members understand group behavioral patterns.		
9. Team members can manage conflict in a supportive way.		
10. Team members can manage team issues collaboratively.		
Total Ratings:		

TBI	AGREE	DISAGREE
III Team Members Roles		
11. Team members understand "task" and "process" roles.		
12. Team members understand the roles that can either facilitate or hinder team interaction.		
13. Team members can identify negative process behaviors.		
14. Team members know how to handle negative process behaviors.		
15. Team members can identify positive process roles.		
Total Ratings:		
IV. Team Communication		
16. Team members share information effectively.		
17. Team members can give constructive feedback.		
18. Team members listen well to each other.		
19. Team members work through barriers that can block effective communications.		
20. Team members share a common language.		
Total Ratings:		

TBI	AGREE	DISAGREE
V Team Processes		
21. My team manages conflict effectively.		
22. My team has a decision- making process that works.		
23. My team uses a step-by-step problem-solving process.		
24. My team plans meetings that encourage participation.		
25. My team effectively manages the diversity of the team.		
Total Ratings:		
VI. Team Leadership		
26. The team leader manages the team effectively.		
27. The team leader creates opportunities for the team.		
28. The team leader knows how to get things done.		
29. The team leader encourages active participation.		
30. The team leader guides and facilitates the team effort.		
Total Ratings:		

TEAM GRID SCORING

Refer back to each category in the TBI and place the numbers of Agree or Disagree in the corresponding categories below.

CATEGORY	AGREE	DISAGREE
Team Purpose		
Stages of Team Development		
Team members Roles		
Team Communication		
Team Processes		
Team Leadership		

Some things to consider about your ratings:

- Is there any one category that has a high or low rating?

If this is the case, you may want to examine the category more closely to determine the reasons for the scores.

- Do several categories have a Disagree high rating?

If this is the case, consider how your team may not be getting the job done. Discuss the reasons for your perceptions. This is an opportunity to gain clarity on what the team needs to work on to be successful.

Annex C
          Board Teambuilding Workshop Agenda

Workshop Agenda					
1. Team Purpose		Minutes		Start/Stop	
		45		1:00/5:00	
Introduction		5		1:00/1:05	
Mission Statements		15		1:05/1:20	
Criteria of Statements					
Mission Formulation					
Goals		10		1:20/1:30	
Team Goals					
Goal Characteristics					
Group Discussion		10		1:30/1:40	
Key Points/Summary		5		1:40/1:45	
2. Stages of Team Development		Minutes		Start/Stop	
		40		1:45/2:25	
Introduction		5		1:45/1:50	
Stages of Teams		5		1:50/1:55	
Characteristics of Stages		5		1:55/2:00	
Forming					
Storming					
Norming					
Performing					
Group Activity:Team Rating Form		10		2:00/2:10	
Group Discussion		10		2:10/2:20	
Key Points/Summary		5		2:20/2:25	
BREAK					
3. Team Member Roles		Minutes		Start/Stop	
		50		2:35/3:25	
Introduction		5		2:35/2:40	
Task/Process Model		10		2:40/2:50	
Task Roles					
Process Roles					
Group Activity:Role Identification		15		2:50/3:05	
Group Discussion		15		3:05/3:20	
Key Points/Summary		5		3:30/3:25	

		Minutes		Start/Stop	
4. Decision Making/Prob Solving		Minutes		Start/Stop	
		60		3:25/4:25	
Introduction		5		3:25/3:30	
Decision Making Model		5		3:30/3:35	
Characteristics of Decisions		15		3:35/3:50	
Different Types					
Decision Model					
Decision Making Procedures					
Problem Solving Steps					
Group Activity		15		3:50/4:05	
Problem Identification					
Group Discussion		15		4:05/4:20	
Key Points/Summary		5		4:20/4:25	
5. Team Communication		Minutes		Start/Stop	
		60		4:25/5:25	
Introduction		5		4:25/4:30	
Communication Process		20		4:30/4:50	
Task Communication					
Process Communication					
Barriers to Communication					
Group Activity		15		4:50/5:05	
Giving Feedback					
Receiving Feedback					
Group Discussion		15		5:05/5:20	
Key Points/Summary		5		5:20/5:25	
END OF FIRST DAY SESSION					
6. Managing Team Conflict		Minutes		Start/Stop	
		60		1:00/2:00	
Introduction		5		1:00/1:05	
Causes of Conflict		5		1:05/1:10	
Conflict Management Strategies		15		1:10/1:25	
Competition					
Collaboration					
Avoidance					
Accomodation					
Compromise					
Group Activity/Conflict Resolution		15		1:25/1:40	
Group Discussion		15		1:40/1:55	
Key Points/Summary		5		1:55/2:00	

7. Team Leadership		Minutes		Start/Stop	
		50		2:00/2:50	
Introduction		5		2:00/2:05	
Team Leadership		5		2:05/2:10	
Strategies:		15		2:10/2:25	
Behavioral					
Cognitive					
Increasing Leadership Effect.					
Seven Pillars of Leadership					
Group Activity:		15		2:25/2:40	
Leadership Role Checklist					
Group Discussion		15		2:40/2:55	
Key Points/Summary		5		2:55/3:00	

Annex D
        Board Teambuilding Workshop Presentation Materials

Team Building

'The whole is greater then the sum of its parts.'

TEAM MISSION

A team's mission is defined as something that the team intends to do. It is a clearly stated purpose that serves to direct and motivate team members in the pursuit of excellence.
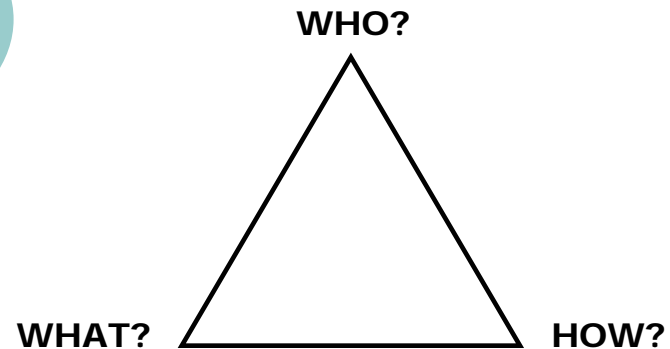
Annex D

EIGHT CRITERIA FOR EFFECTIVE MISSION STATEMENTS

- Inspirational.
- Clear and challenging.
- Differentiating.
- Stable but constantly challenged.
- Beacons and controls.
- Empowering.
- Future-oriented
- Lived in details, not broad strokes.

Annex D

MISSION FORMULATION

WHO?

WHAT? **HOW?**

Annex D

TEAM GOALS

Common goals provide team members with the following:
- **Purpose**
- **Clarity**
- **Direction**

GOAL CHARACTERISTICS

- **Specific**
- **Measurable**
- **Attainable**
- **Relevant**
- **Time Bound**

STAGES OF TEAM DEVELOPMENT

- **Forming**
- **Storming**
- **Norming**
- **Performing**

FORMING STAGE

- **Excitement**
- **Anxiety**
- **Testing**
- **Dependence**
- **Trust**

STORMING STAGE

- **Resistance to different approaches.**
- **Sharp attitude changes.**
- **Competitiveness and defensiveness.**
- **Tension and disunity.**

NORMING STAGE

- **Increased satisfaction.**
- **Developing trust and respect.**
- **Giving feedback to others.**
- **Sharing responsibilities.**
- **Making decisions.**

PERFORMANCE STAGE

- **High level of interaction.**
- **Increased performance.**
- **Members are comfortable with each other.**
- **Confident and optimistic.**

TEAM MEMBER ROLES

TASK dynamics and task roles ask:

"WHAT?" and "WHY?"

PROCESS dynamics and process roles ask:

"HOW"?

TASK ROLES

- Information giver.
- Information seeker.
- Initiator.
- Opinion giver.
- Elaborator.
- Consensus seeker.
- Clarifier.
- Standard setter.
- Representative.

PROCESS ROLES

- Encouraging.
- Gate keeping.
- Listening.
- Harmonizing.
- Yielding.
- Accepting.
- Supporting.

DYSFUNCTIONAL TEAM MEMBER BEHAVIORS

- Condescending.
- Bullying.
- Blocking.
- Avoiding.
- Withdrawing.
- Joking.
- Dominating.
- Self-Seeking

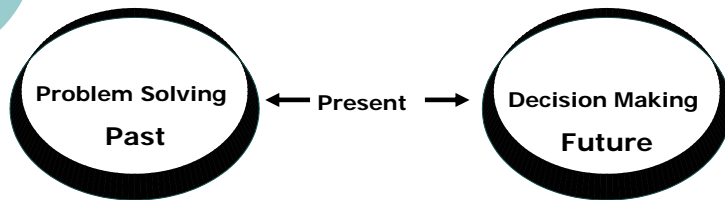## RESPONSES TO DYSFUNCTIONAL BEHAVIORS

- Team provides individual counselling.
- Team confronts the individual.
- Team asks the member to leave.

THE DIFFERENCE BETWEEN DECISION MAKING AND PROBLEM SOLVING

```
  Problem Solving  ←  Present  →  Decision Making
       Past                            Future
```

Annex D

TYPES OF DECISIONS

- Complex decisions.
- Yes-and-no decisions.
- Single-course-of-action decisions.
- One-alternative decisions.

Annex D

A DECISION MODEL

- Clarify purpose.
- Establish criteria.
- Separate criteria into two categories.
- Generate options.
- Compare options.
- Identify the risks.
- Rank risk factors.
- Make the decision.

Annex D

DECISION- MAKING PROCEDURES

- Decision by authority.
- Decision by minority.
- The democratic process.
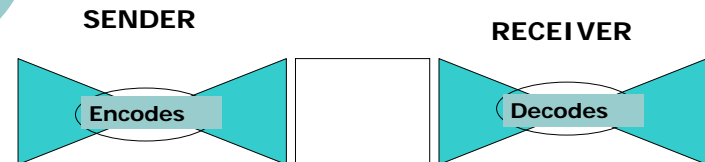- Decision by consensus.
- Decision by unanimity.

Annex D

PROBLE-SOLVING STEPS

- **Define the problem.**
- **Identify the future states.**
- **Identify forces.**
- **Analysis forces.**
- **Plan a strategy for change.**
- **Implement the plan.**
- **Evaluate results.**

COMMUNICATION PROCESS

SENDER

RECEIVER

Encodes

Decodes

TASK COMMUNICATION

Task communication is usually introduced by the statement,

I 'THINK that..'

TASK COMMUNICATION IS…

- **Analytical.**
- **Auditory.**
- **Verbal.**
- **Linear.**
- **Concrete.**
- **Explicit.**
- **Active.**

PROCESS COMMUNICATION

Process communication is usually introduced by the statement,

'I <u>FEEL</u> that..'

PROCESS COMMUNICATION IS…

- •Intuitive.
- •Spontaneous.
- •Emotional.
- •Visual.
- •Artistic.
- •Playful.

COMMUNICATIONS BARRIERS

- •Facts.
- •Feelings.
- •Values.
- •Opinions.

OVERCOMING COMMUNICATION BARRIERS

Communication Channel	Phrase Response
○Facts	"The facts are…"
○Feelings	"I feel…"
○Values	"To me…"
○Opinions	"In my opinion…"

CAUSES OF TEAM CONFLICT

- • **Personality differences.**
- •**Values differences.**
- •**Differences in perspective.**
- •**Differences in goals.**
- •**Cultural differences.**

COMPETITION

CONFLICT RESOLUTION APPROACH

1. **When quick action is necessary.**
2. **When unpopular actions must be implemented.**
3. **When you know you are right.**
4. **When options are not possible.**

COLLABORATION

CONFLICT RESOLUTION APPROACH

1. **When you can't compromise.**
2. **When you are learning.**
3. **When you need to merge different views.**
4. **When you want to gain commitment.**
5. **When you want to improve relationships.**

AVOIDANCE

CONFLICT RESOLUTION APPROACH

1. **When a more important issue is pressing.**
2. **When you cannot satisfy your concerns.**
3. **When you need to let people cool down.**
4. **When you need more information.**
5. **When others can resolve the conflict.**

ACCOMODATION

CONFLICT RESOLUTION APPROACH

1. When you find you are wrong.
2. When you want to be reasonable.
3. When issues are more important to others.
4. When you want to build social support.
5. When you want to minimize your loses.

COMPROMISE

CONFLICT RESOLUTION APPROACH

1. When goals are important but not worth it.
2. When opponents are committed to different ends.
3. When you want to achieve temporary settlements to complex issues.
4. When you want to gain commitment.
5. When you want an expedient solution under time pressure.

CONFLICT MANAGEMENT STRATEGIES

- Competition.
- Collaboration.
- Avoidance.
- Accommodation.
- Compromise.

STEPS TO MANAGING TEAM CONFLICT

- Clarify.
- Set goals.
- Consider options.
- Remove barriers.
- Make agreements.
- Acknowledge the solution

TEAM LEADERSHIP

- **All team members practice some degree of self-authorized leadership.**
- **Self-authorized leadership is applicable to all team members.**
- **Not all team members are effective self-authorized leaders.**
- **Self-authorized leadership can be developed.**

Annex D

BEHAVIORAL STRATEGIES

- **Self-imposed outcomes.**
- **Self-management of workplace behaviours.**
- **Self-observation of outcomes.**
- **Self-reward.**

Annex D

COGNITIVE STRATEGIES

- **Self-knowledge.**
- **Individual skill.**
- **Self-control.**
- **Self-purpose.**

Annex D

INCREASING LEADERSHIP EFFECTIVENESS

- **Maintain an outcome orientation.**
- **Focus your attention.**
- **Lead others by example.**
- **Balance the mind and the heart.**

Annex D